



# DEPARTMENT SUMMARY

## Waterfront

Provide the community with a quality Waterfront for recreation and commercial use, along with mooring and landside services for boating activities.

### About Waterfront

The Waterfront Department is responsible for managing approximately 252 acres of tidelands and submerged lands encompassing the Harbor and Stearns Wharf. The Waterfront Department is an enterprise fund and operates from revenues generated from the resources it manages; primarily lease revenue, slip fees, and parking fees.

There are a total of 1,137 slips in the Harbor, about 10% of which are used by commercial fishermen and 90% by recreational boaters and others that are all subject to slip permits. The Harbor business/commercial area includes nine major buildings, all of which are owned by the City, including the Waterfront Center, the largest building in the area.

While the Harbor area is a mixture of ocean dependent, ocean related and visitor-serving uses, the Wharf's primary commercial uses include restaurants, retail shops, a bait and tackle store, and limited office space.

The Waterfront Department also operates eight parking lots along Cabrillo Boulevard between Leadbetter Beach and East Beach.

### Fiscal Year 2012 Budget Highlights

Waterfront Department will fund \$5,378,000 in capital improvement projects, including pile replacement and timber repairs to Stearns Wharf, Marina 2 dock replacement, and replacement of a lift station on Stearns Wharf. The most significant capital project will be the replacement of "L", "M" and "N" fingers in Marina One, which are the third and fourth phases of a multi-year reconstruction project for Marina One, the harbor's largest marina.

The Department has also received a \$400,000 Boating and Waterways grant to replace deteriorated concrete in the launch ramp.



# DEPARTMENT SUMMARY

## Waterfront

### Department Financial and Staffing Summary

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Proposed FY 2012	Proposed FY 2013
<b>Authorized Positions</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>
<b>Hourly Employee Hours</b>	<b>58,633</b>	<b>52,803</b>	<b>52,803</b>	<b>52,803</b>	<b>52,803</b>
<b>Revenues</b>					
Fees and Service Charges	\$ 7,175,959	\$ 7,560,747	\$ 7,018,141	\$ 7,422,882	\$ 7,571,058
Grants	22,806	12,190	-	-	-
Interest Income	240,783	215,759	198,404	185,859	185,859
Lease Income	3,929,253	3,845,628	3,936,076	3,986,296	4,063,024
Other Revenue	169,811	128,650	116,408	155,000	155,000
Transfers In	-	-	-	453,481	-
<b>Total Department Revenue</b>	<b>\$ 11,538,612</b>	<b>\$ 11,762,974</b>	<b>\$ 11,269,029</b>	<b>\$ 12,203,518</b>	<b>\$ 11,974,941</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 5,357,279	\$ 5,480,825	\$ 5,480,796	\$ 5,461,051	\$ 5,752,909
Supplies and Services	3,297,750	3,405,268	3,315,780	3,340,451	3,368,380
Special Projects	116,578	147,074	126,869	137,020	140,685
Debt Service	968,738	1,665,997	1,665,997	1,776,789	1,849,105
Non-Capital Equipment	16,817	81,909	77,500	117,500	117,500
Transfers Out	-	-	-	84,483	84,483
Appropriated Reserve	-	100,000	-	100,000	100,000
<b>Total Operating Expenditures</b>	<b>\$ 9,757,162</b>	<b>\$ 10,881,073</b>	<b>\$ 10,666,942</b>	<b>\$ 11,017,294</b>	<b>\$ 11,413,062</b>
<b>Capital Revenues</b>	<b>\$ 41,000</b>	<b>\$ 7,745,713</b>	<b>\$ 1,300,000</b>	<b>\$ 400,000</b>	<b>\$ -</b>
<b>Capital Program</b>	<b>2,805,544</b>	<b>8,802,988</b>	<b>2,555,000</b>	<b>1,250,000</b>	<b>1,035,000</b>
<b>Total Department Expenditures</b>	<b>\$ 12,562,706</b>	<b>\$ 19,684,061</b>	<b>\$ 13,221,942</b>	<b>\$ 12,267,294</b>	<b>\$ 12,448,062</b>
<b>Addition to (Use of) Reserves</b>	<b>\$ (983,094)</b>	<b>\$ (175,374)</b>	<b>\$ (652,913)</b>	<b>\$ 336,224</b>	<b>\$ (473,121)</b>

The Waterfront Department is budgeted in the Waterfront Fund.

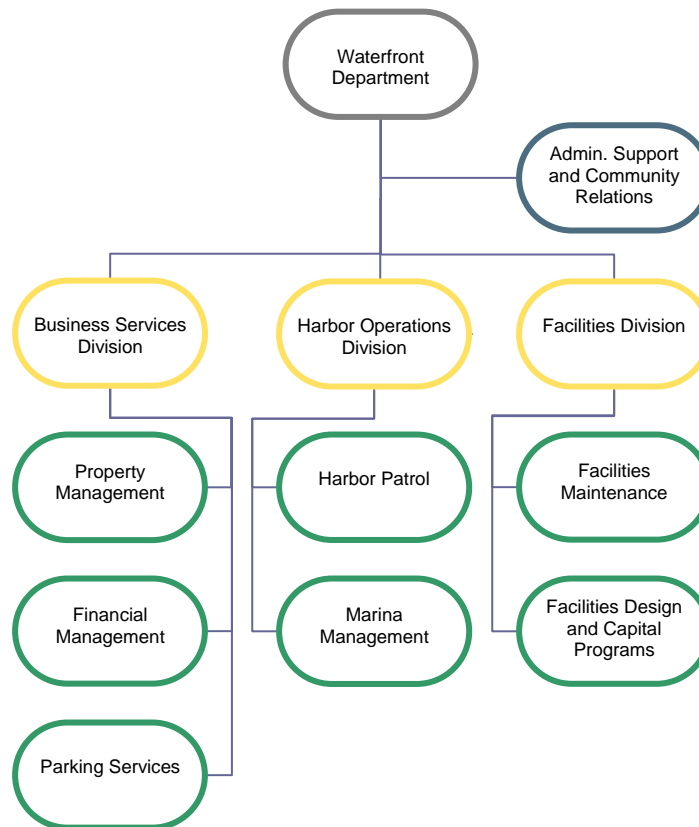


# DEPARTMENT SUMMARY

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## Waterfront

### Program Organizational Chart



# PROGRAMS & SERVICES

## WATERFRONT PROGRAMS

- Administrative Support and  
Community Relations
  - Property Management
  - Financial Management
  - Parking Services
  - Harbor Patrol
  - Marina Management
  - Facilities Maintenance
  - Facilities Design and Capital  
Programs



## RECENT PROGRAM ACHIEVEMENTS

Waterfront Department received \$1.9 million in federal funding for the Annual Maintenance Dredging of the Federal Channel in Santa Barbara Harbor for FY 2011.

## Administrative Support and Community Relations

(Program No. 8111)

### Mission Statement

Provide direction and support to Waterfront Department Staff along with effective communication and representation before Federal and State Agencies, local harbor community, residents and businesses.

### Program Activities

- Provide overall direction for the Waterfront Department.
- Provide information about the department and special events in the Waterfront to the public.
- Provide staff support to the Harbor Commission.
- Provide representation before local, State and Federal agencies.

### Key Objectives for Fiscal Year 2012

- Ensure 85% of department program objectives are achieved.
- Continue a comprehensive public information and community relations program which includes sponsored Waterfront events, published department communications, Navy ship and cruise ship visits and sponsored public/media meetings.

## Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Proposed FY 2012	Proposed FY 2013
<b>Authorized Positions</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Transfers In	\$ -	\$ -	\$ -	\$ 61,126	\$ -
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 61,126</b>	<b>\$ -</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 586,018	\$ 575,288	\$ 575,288	\$ 575,418	\$ 609,836
Supplies and Services	1,032,552	979,824	948,078	945,930	968,859
Special Projects	54,385	60,000	60,000	60,000	61,400
Non-Capital Equipment	2,561	12,500	12,500	32,500	32,500
Appropriated Reserve	-	100,000	-	100,000	100,000
<b>Total Expenditures</b>	<b>\$ 1,675,516</b>	<b>\$ 1,727,612</b>	<b>\$ 1,595,866</b>	<b>\$ 1,713,848</b>	<b>\$ 1,772,595</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2010</b>	<b>Projected FY 2011</b>	<b>Proposed FY 2012</b>
Ensure 85% of department program objectives are achieved	100%	95%	85%

# PROGRAMS & SERVICES

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations

➤ **Property Management**

Financial Management

Parking Services

Harbor Patrol

Marina Management

Facilities Maintenance

Facilities Design and Capital  
Programs

## Property Management

(Program No. 8112)

### Mission Statement

Manage Waterfront leases, ensuring that the public receives a high level of services and the department receives market value rents.

### Program Activities

- Administer leases and other business agreements.
- Negotiate agreements with new and existing tenants on Stearns Wharf and in the Harbor commercial area.
- Assure tenants receive the services entitled under their agreements.

### Key Objectives for Fiscal Year 2012

- Support tenants' sales through department funded marketing and promotions.
- Renew 86% of Business Activity Permits (BAPs) by September 1, 2011.
- Collect 95% of base rents by due date in lease.
- Maintain accurate reporting by auditing 25% of percentage rent leases annually.



### RECENT PROGRAM ACHIEVEMENTS

Negotiated a 25-year lease with Brophy Brothers Restaurant and a 15-year lease with new tenant Conway Family Wines on Stearns Wharf.

## Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Proposed FY 2012	Proposed FY 2013
<b>Authorized Positions</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Fees and Service Charges	\$ 13,585	\$ 9,180	\$ 26,093	\$ 35,000	\$ 35,000
Lease Income	3,929,253	3,845,628	3,936,076	3,986,296	4,063,024
Other Revenue	138,878	103,779	82,898	119,000	119,000
Transfers In	-	-	-	15,458	-
<b>Total Revenue</b>	<b>\$ 4,081,716</b>	<b>\$ 3,958,587</b>	<b>\$ 4,045,067</b>	<b>\$ 4,155,754</b>	<b>\$ 4,217,024</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 121,102	\$ 153,743	\$ 153,743	\$ 151,035	\$ 163,340
Supplies and Services	88,664	111,732	90,053	91,738	91,738
<b>Total Expenditures</b>	<b>\$ 209,766</b>	<b>\$ 265,475</b>	<b>\$ 243,796</b>	<b>\$ 242,773</b>	<b>\$ 255,078</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2010</b>	<b>Projected FY 2011</b>	<b>Proposed FY 2012</b>
Business Activity Permits managed	68	70	70
Business Activity Permits renewed within 30 days of expiration	29 of 32	60	60
Percent of Business Activity Permits renewed within 30 days of expiration	91%	86%	86%
Percent of tenants audited for accurate percentage rent reporting	25%	34%	25%
Cost to audit percentage rent leases	\$34,430	\$41,000	\$33,000
Percent of base rents collected by due date in lease	97%	95%	95%
Leases audited	8	11	8
Lease contracts managed	62	62	65
Tenant contacts regarding sustainability issues	40	45	50

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations  
Property Management

➤ **Financial Management**

Parking Services  
Harbor Patrol  
Marina Management  
Facilities Maintenance  
Facilities Design and Capital  
Programs

## Financial Management

(Program No. 8113)

### Mission Statement

Support the Waterfront Department by staying within budget and processing revenue and expenditures accurately.

### Program Activities

- Prepare financial plan for department revenues and expenditures.
- Approve and facilitate payment of department expenses.
- Receive and process fees collected by department.
- Monitor and analyze department revenues and expenses.

### Key Objectives for Fiscal Year 2012

- Process 90% of requisitions and claims within 21 days of receipt.
- Complete budget within timeline set by Finance Department.
- Ensure program expenditures are within budget.
- Ensure that 99% of business office cash drawers are balanced daily.



### RECENT PROGRAM ACHIEVEMENTS

Set up revenue tracking  
method for the Marina  
One project area to  
comply with Department  
of Boating and  
Waterways loan  
requirements.



## Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Proposed FY 2012	Proposed FY 2013
<b>Authorized Positions</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Interest Income	\$ 240,783	\$ 215,759	\$ 198,404	\$ 185,859	\$ 185,859
Transfers In	-	-	-	17,034	-
<b>Total Revenue</b>	<b>\$ 240,783</b>	<b>\$ 215,759</b>	<b>\$ 198,404</b>	<b>\$ 202,893</b>	<b>\$ 185,859</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 161,264	\$ 161,648	\$ 161,648	\$ 162,526	\$ 172,547
Supplies and Services	19,579	27,032	27,032	28,960	28,960
<b>Total Expenditures</b>	<b>\$ 180,843</b>	<b>\$ 188,680</b>	<b>\$ 188,680</b>	<b>\$ 191,486</b>	<b>\$ 201,507</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2010</b>	<b>Projected FY 2011</b>	<b>Proposed FY 2012</b>
Percent of requisitions and claims processed within 21 days	94%%	95%	90%
Deposits processed	836	860	825
Requisitions and claims processed	1,825	1,900	2,100
Billing accounts processed	13,798	13,780	13,800

# PROGRAMS & SERVICES

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations  
Property Management  
Financial Management

➤ **Parking Services**

Harbor Patrol  
Marina Management  
Facilities Maintenance  
Facilities Design and Capital  
Programs



### RECENT PROGRAM ACHIEVEMENTS

Selected and began  
phased installation of a  
pay-and-display parking  
system with credit card  
capability to reduce  
labor costs and improve  
customer service in  
Honor Fee parking lots.

## Parking Services

(Program No. 8121)

### Mission Statement

Provide competitively priced parking that is convenient, clean, and meets the needs of the community and its visitors.

### Program Activities

- Staff and operate 8 parking lots throughout the Waterfront area.
- Monitor and collect revenue at 5 Honor Fee collection sites.
- Staff and operate one 24-hour parking lot 365 days per year.
- Ensure audit procedures are being followed.

### Key Objectives for Fiscal Year 2012

- Maintain annual parking permit revenues of at least \$325,000.
- Maintain an annual operating expense of not more than 55% of revenue collected.
- Maintain a quarterly cash drawer accuracy rate of 99% for all attendant-staffed parking lots.
- Maintain an annual operating labor cost of not more than 31% of revenue collected from Stearns Wharf.
- Maintain a high standard of customer service by holding an annual Waterfront Parking staff training meeting in April 2012.
- Inventory and reorganize the parking file system to improve customer service and staff efficiency.
- Inventory Waterfront parking signage for consistent language and replace signs as needed.
- Install a new pay-and-display parking system in existing Honor Fee parking lots.

## Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Proposed FY 2012	Proposed FY 2013
<b>Authorized Positions</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>
<b>Hourly Employee Hours</b>	<b>40,777</b>	<b>35,496</b>	<b>35,496</b>	<b>35,496</b>	<b>35,496</b>
<b>Revenues</b>					
Fees and Service Charges	\$ 2,106,329	\$ 2,160,381	\$ 1,995,794	\$ 2,158,450	\$ 2,201,619
Transfers In	-	-	-	26,341	-
<b>Total Revenue</b>	<b>\$ 2,106,329</b>	<b>\$ 2,160,381</b>	<b>\$ 1,995,794</b>	<b>\$ 2,184,791</b>	<b>\$ 2,201,619</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 781,785	\$ 766,074	\$ 766,074	\$ 768,892	\$ 791,149
Supplies and Services	95,316	110,387	106,634	88,245	88,245
Non-Capital Equipment	8,720	39,187	35,000	50,000	50,000
<b>Total Expenditures</b>	<b>\$ 885,821</b>	<b>\$ 915,648</b>	<b>\$ 907,708</b>	<b>\$ 907,137</b>	<b>\$ 929,394</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2010</b>	<b>Projected FY 2011</b>	<b>Proposed FY 2012</b>
Total permit revenue	\$336,314	\$325,000	\$325,000
Operating expenses as a percent of revenue collected	43%	55%	55%
Accuracy rate of Cash Drawers	100%	99%	99%
Annual operating labor cost as a percentage of revenue collected from Stearns Wharf	30%	31%	31%
Wharf tickets distributed	243,940	250,000	250,000
Harbor tickets distributed	155,715	147,000	144,000
Boat Trailer tickets distributed	10,448	10,000	10,000
Outer Lot tickets distributed	281,059	280,000	285,000
Total operating expense	\$896,596	\$923,000	\$913,272
Collection envelopes collected	6,626	7,000	7,000

# PROGRAMS & SERVICES

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations  
Property Management  
Financial Management  
Parking Services

➤ **Harbor Patrol**

Marina Management  
Facilities Maintenance  
Facilities Design and Capital  
Programs



## RECENT PROGRAM ACHIEVEMENTS

All Harbor Patrol Officers obtained a "Boating Safety and Enforcement Core Training Certification" from the Department of Boating and Waterways for completing 224 hours of State training.

## Harbor Patrol

(Program No. 8131)

### Mission Statement

Enforce laws, educate the public and provide emergency fire, medical and ocean response services to facilitate the safe and orderly use of the Waterfront area.

### Program Activities

- Provide emergency response 7 days a week, 24 hours a day within the Waterfront jurisdiction.
- Provide security and law enforcement in the Waterfront by patrolling the ocean and land areas.
- Enforce State and local laws.
- Coordinate operations with U.S. Coast Guard, Santa Barbara Police, Santa Barbara Fire, California Department of Fish and Game, and County Sheriff.
- Provide search and rescue, towing and dewatering service to ocean users.
- Provide fire response and prevention services.

### Key Objectives for Fiscal Year 2012

- Respond to 96% of in-harbor emergencies within 5 minutes.
- Achieve an average of 50 training hours per Harbor Patrol Officer.
- Enhance public relations by conducting a minimum of 35 class tours or other public relations events.
- Limit time lost due to injury to 410 or fewer hours.
- Coordinate two joint agency (Fire & Harbor Patrol) emergency response drills in the Harbor to reinforce knowledge and practice of joint tactical response procedures.

## Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Proposed FY 2012	Proposed FY 2013
<b>Authorized Positions</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>
<b>Hourly Employee Hours</b>	<b>4,347</b>	<b>4,385</b>	<b>4,385</b>	<b>4,385</b>	<b>4,385</b>
Transfers In	\$ -	\$ -	\$ -	\$ 141,115	\$ -
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 141,115</b>	<b>\$ -</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 1,731,774	\$ 1,752,833	\$ 1,752,833	\$ 1,738,734	\$ 1,827,040
Supplies and Services	85,179	107,874	107,370	99,312	104,312
Special Projects	62,193	74,884	66,869	77,020	79,285
Non-Capital Equipment	4,795	15,000	15,000	15,000	15,000
<b>Total Expenditures</b>	<b>\$ 1,883,941</b>	<b>\$ 1,950,591</b>	<b>\$ 1,942,072</b>	<b>\$ 1,930,066</b>	<b>\$ 2,025,637</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2010</b>	<b>Projected FY 2011</b>	<b>Proposed FY 2012</b>
Percent of 5 minute emergency response times	100%	96%	96%
Training hours per officer	67	50	50
Class tours or other public relations events	35	35	35
Hours lost due to injury	0	52	410
Joint agency drills (Fire & Harbor Patrol)	2	2	2
Calls for Service	1,957	1,900	1,900
Emergency responses inside of harbor (tows not included)	83	90	100
Emergency responses outside of harbor (tows not included)	130	84	100
Emergency vessel tows	113	98	100
Non-emergency (courtesy) vessel tows	414	400	400
Marine sanitation device inspections	837	1,000	1,000
Enforcement contacts	1,318	1,400	1,400
Arrests	120	140	130
Parking citations	381	400	400
Motor patrols	2,821	2,850	2,800
Foot patrols	3,402	3,504	3,500
Boat patrols	1,694	1,696	1,700
Medical emergency responses	52	98	100
Fire Service emergency responses	18	12	15
Marine mammal rescues	52	40	40
Bird rescues	N/A	14	20

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations  
Property Management  
Financial Management  
Parking Services  
Harbor Patrol

➤ **Marina Management**

Facilities Maintenance  
Facilities Design and Capital  
Programs



### RECENT PROGRAM ACHIEVEMENTS

Implemented a web-based phone messaging system for non-emergency alerts to tenants and slip permittees.

## Marina Management

(Program No. 8141)

### Mission Statement

Efficiently manage and administer full professional services to the boating public, harbor users, slip permittees, fishermen, visitors and the community at large.

### Program Activities

- Manage a 1,137 slip marina and associated facilities.
- Coordinate Waterfront events including Parade of Lights, Harbor Festival, Fourth of July, cruise ship visits, and U.S. Navy ship visits.
- Pursue measures and undertake activities directed at maintaining a clean ocean environment in the Harbor.
- Measure vessels, facilitate slip assignments and slip transfers, and accommodate visitors.
- Administer permit process for skiff, catamarans, outrigger canoes and small sailboats.
- Maintain office space and staff to facilitate services to the boating public, harbor users and visitors.

### Key Objectives for Fiscal Year 2012

- Process 92% of slip trades, transfers, live-aboard permits or wait-list assignments within 10 working days of application completion or notice of acceptance (wait-list, live-aboard permits).
- Process 95% of visitor slip assignments within 30 minutes of vessel arrival at the harbor.
- 🍃 Support Clean Marina Program by conducting annual seafloor debris clean up (Operation Clean Sweep Event).
- Prepare an annual Marina Fee Survey for the fiscal year budget cycle, which includes Santa Barbara Harbor and other California marinas between Santa Cruz and Oceanside.
- Accommodate increased cruise ship visits by working with cruise ship lines, government agencies and community hospitality organizations.
- 🍃 Disseminate information on clean marina practices to boaters in Santa Barbara Harbor via 2 articles in department newsletter *Docklines*.

## Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Proposed FY 2012	Proposed FY 2013
<b>Authorized Positions</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Hourly Employee Hours</b>	<b>11</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>
<b>Revenues</b>					
Fees and Service Charges	\$ 5,056,045	\$ 5,391,186	\$ 4,996,254	\$ 5,229,432	\$ 5,334,439
Grants	22,806	12,190	-	-	-
Other Revenue	30,933	24,871	33,510	36,000	36,000
Transfers In	-	-	-	21,239	-
<b>Total Revenue</b>	<b>\$ 5,109,784</b>	<b>\$ 5,428,247</b>	<b>\$ 5,029,764</b>	<b>\$ 5,286,671</b>	<b>\$ 5,370,439</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 203,644	\$ 219,820	\$ 219,933	\$ 222,540	\$ 236,930
Supplies and Services	65,032	55,359	55,359	61,503	61,503
Special Projects	-	12,190	-	-	-
<b>Total Expenditures</b>	<b>\$ 268,676</b>	<b>\$ 287,369</b>	<b>\$ 275,292</b>	<b>\$ 284,043</b>	<b>\$ 298,433</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2010</b>	<b>Projected FY 2011</b>	<b>Proposed FY 2012</b>
Trades, transfers, permits or assignments processed	131	135	150
Percent of trades, transfers, permits or assignments processed within 10 working days	98%	95%	92%
Percent of visitor slip assignments processed within 30 minutes	98.5%	95%	95%
West Beach permit revenue	\$13,900	\$15,000	\$15,000
Catamaran permit revenue	\$9,800	\$9,000	\$9,000
Visitor occupancy days per year	17,261	17,000	17,000
Vessels aground or sunk in East Beach anchorage	15	10	10
Cost to dispose of vessels beached on East Beach	\$15,040	\$13,000	\$13,000

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations  
Property Management  
Financial Management  
Parking Services  
Harbor Patrol  
Marina Management

➤ **Facilities Maintenance**

Facilities Design and Capital  
Programs



### RECENT PROGRAM ACHIEVEMENTS

Completed the  
installation of all 124  
dock boxes in Marina 4.

## Facilities Maintenance

(Program Nos. 8151, 8152)

### Mission Statement

Provide clean and safe commercial and recreational facilities for tenants and visitors at the Harbor and Stearns Wharf.

### Program Activities

- Maintain and repair the Harbor, Stearns Wharf and Waterfront parking lots, including buildings, ocean structures, pavement, utilities, vessels, and equipment.
- Use tracking system to analyze preventive maintenance program effectiveness.

### Key Objectives for Fiscal Year 2012

- Achieve 80% of in-service days for the Harbor Patrol fleet through preventative maintenance and services.
- Accomplish 90% of preventative maintenance tasks for Waterfront facilities.
- Minimize time lost due to injury at 690 or fewer hours.
- Encourage 55% of staff to participate in flex work schedules.
- Rebuild 10 marina slip fingers of various lengths in Marina 2.
- Install a total of 60 dock boxes in Marina 3. Complete data gathering from other harbors regarding corrective activities and/or enforcement on electrolysis issues, and prepare report on initial findings of possible sources of electrolysis in Santa Barbara Harbor to the Harbor Commission in first quarter of FY 2012.
- Prepare final determination and recommendation on findings of possible sources of electrolysis in Santa Barbara Harbor to Harbor Commission in first half of FY 2012.



## Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Proposed FY 2012	Proposed FY 2013
<b>Authorized Positions</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>
<b>Hourly Employee Hours</b>	<b>13,498</b>	<b>12,672</b>	<b>12,672</b>	<b>12,672</b>	<b>12,672</b>
<b>Revenues</b>					
Transfers In	\$ -	\$ -	\$ -	\$ 147,745	\$ -
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 147,745</b>	<b>\$ -</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 1,549,967	\$ 1,629,528	\$ 1,629,386	\$ 1,624,077	\$ 1,719,486
Supplies and Services	1,904,166	2,005,944	1,974,388	2,019,129	2,019,129
Non-Capital Equipment	660	15,222	15,000	20,000	20,000
<b>Total Expenditures</b>	<b>\$ 3,454,793</b>	<b>\$ 3,650,694</b>	<b>\$ 3,618,774</b>	<b>\$ 3,663,206</b>	<b>\$ 3,758,615</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2010</b>	<b>Projected FY 2011</b>	<b>Proposed FY 2012</b>
Percent of in-service days for Harbor Patrol Fleet (each vessel)	87%	87%	80%
Percent of preventative maintenance tasks completed	99%	97%	90%
Lost staff hours due to injury	375.5	340.5	690
Labor cost for vessel maintenance	\$53,300	\$55,550	\$70,000
Labor cost of preventative maintenance tasks	\$221,250	\$231,250	\$250,000
Labor and equipment cost for holiday and special events	\$48,411	\$56,016	\$45,000
Hours per dock box installation	N/A	10	10
Routine work orders completed	1,919	1,908	1,700
Preventative maintenance work orders completed	592	614	500
Dock fingers replaced in Marina 3	NA	NA	10
Cost per linear foot of dock fingers replaced	NA	NA	\$250

## WATERFRONT PROGRAMS

Administrative Support and  
Community Relations  
Property Management  
Financial Management  
Parking Services  
Harbor Patrol  
Marina Management  
Facilities Maintenance

➤ **Facilities Design and Capital  
Programs**



### RECENT PROGRAM ACHIEVEMENTS

Completed Phase 2 of  
the Marina 1  
Replacement Project  
which included  
replacing "O" and "P"  
dock fingers and  
adding 4 new slips to  
"P" dock.

## Facilities Design and Capital Programs

(Program No. 8161)

### Mission Statement

Plan, design and execute needed construction and repair activities for Waterfront Facilities.

### Program Activities

- Plan and design construction projects for Waterfront facilities in the Harbor, Stearns Wharf, and Waterfront parking lots.
- Develop contract specifications for Waterfront facility projects.
- Manage capital improvement projects including inspection, scheduling and public notification.

### Key Objectives for Fiscal Year 2012

- Complete 80% of minor capital projects under \$100,000 in FY 2012 according to the approved schedule.
- Complete 70% of minor capital projects that are constructed under \$100,000, according to the approved budget.
- 🌱 Install 200' of recycled plastic bull rails on Stearns Wharf every year.
- Act as department liaison for the annual Corps of Engineers' Federal Channel Dredging to ensure the navigation channel is dredged to allow safe vessel transit in and out of the Harbor.
- Oversee design and construction of launch ramp projects funded by grants from the Department of Boating and Waterways.
- Oversee design and construction of Phase 3 of the Marina 1 Replacement Project which includes the replacement of "N" Finger in FY 2012.
- Install a solar thermal unit on Marina 2 restroom to reduce natural gas usage.

## Financial and Staffing Information

	Actual FY 2010	Amended FY 2011	Projected FY 2011	Proposed FY 2012	Proposed FY 2013
<b>Authorized Positions</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Hourly Employee Hours</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues</b>					
Transfers In	\$ -	\$ -	\$ -	\$ 23,423	\$ -
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,423</b>	<b>\$ -</b>
<b>Expenditures</b>					
Salaries and Benefits	\$ 221,725	\$ 221,891	\$ 221,891	\$ 217,829	\$ 232,581
Supplies and Services	7,262	7,116	6,866	5,634	5,634
Debt Service	968,738	1,665,997	1,665,997	1,776,789	1,849,105
Non-Capital Equipment	81	-	-	-	-
Transfers Out	-	-	-	84,483	84,483
<b>Total Expenditures</b>	<b>\$ 1,197,806</b>	<b>\$ 1,895,004</b>	<b>\$ 1,894,754</b>	<b>\$ 2,084,735</b>	<b>\$ 2,171,803</b>
Capital Revenues	\$ 41,000	\$ 7,745,713	\$ 1,300,000	\$ 400,000	\$ -
Capital Program	2,805,544	8,802,988	2,555,000	1,250,000	1,035,000
<b>Addition to (Use of ) Reserves</b>	<b>\$ (3,962,350)</b>	<b>\$ (2,952,279)</b>	<b>\$ (3,149,754)</b>	<b>\$ (2,911,312)</b>	<b>\$ (3,206,803)</b>

## Program Performance Measures

<b>Performance Measures</b>	<b>Actual FY 2010</b>	<b>Projected FY 2011</b>	<b>Proposed FY 2012</b>
Percent of minor capital projects completed on schedule	82%	80%	80%
Percent of minor capital projects completed within budget	87%	70%	70%

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